



essentials

ENTIALS

2023 · 2024

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VINCI Highways has started 2024 with strong momentum and a strategic move in the US with the acquisition of Denver Northwest Parkway, as well as a new contract for free-flow mobility in the State of Georgia. These significant successes come on the back of a 7% increase in revenue in 2023 and will further accelerate our growth.

Our performance is driven by growth in traffic on our tolled concessions, a dynamic market for our free-flow contracts, and advances in our acquisitions. In 2023, we fully integrated Entrevias highways in Brazil and acquired a majority stake in the Bogotá-Girardot highway, secured new long-term financing and moved forward on construction works.

We also made positive progress in our large portfolio of highways under construction, with works advancing in the Czech Republic, Germany, Greece and Colombia. Complying with the highest technical and safety standards, we leverage our expertise in program management, synergies with other branches of the VINCI Group, and our local footprint.

On the operations side, we continue to deliver excellent performance. We are leading the way in pioneering new innovations to bring drivers increased convenience, service and reliability: for example, the integration of AI in traffic management systems, the deployment of adaptive lighting solutions and our cutting-edge toll payment services.



Belen Marcos,
President of VINCI Highways
and Executive Vice President
of VINCI Concessions

In a global context in which authorities are facing a growing need to invest in infrastructure, VINCI Highways is a proven long-term partner. We help to reconcile mobility and the environment, proactively deploying our net zero action plan in all geographies. The talent, unity and inspiring engagement of our teams are the keys to our success. Building on the strength and agility of our concession model, VINCI Highways intends to keep creating value and develop in new regions, supporting the VINCI Group's ambition to extend its portfolio.

The year at a glance

VINCI Highways experienced robust growth in 2023. We achieved dynamic traffic on our tolled highways, enhanced performance of our free-flow service contracts and increased our strategic acquisitions. Harnessing our strong partnerships and the expertise of our teams, we continued to break ground in environmental performance, smart mobility solutions, service excellence, and safety.

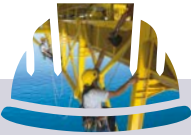


NETWORK		REVENUE	
3,140 km Total network operated or under construction in 14 countries ⁽¹⁾	272 M Toll transactions (+4.4% from 2022)	€942 M Managed revenue (+13% from 2022)	€352 M Consolidated revenue (+7% from 2022)
PROGRAM MANAGEMENT		INNOVATION	
€1.4 billion Capex planned for the next 3 years	5 highways currently in construction · 2 greenfield highways (Germany, Czech Republic) · 3 yellowfield highways (Colombia, Brazil, Greece)	2 international centres of excellence · Free-flow services, Texas, USA · Traffic management and operations, Lima, Peru	

(1) As of 31 December 2023.



3,800 employees	Teams 42% women	98% local employment
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OPERATIONAL PERFORMANCE		SAFETY	
60 ISO certifications	1st highway concessionaire in Germany to achieve triple ISO certification	1.83 Accident frequency rate ⁽²⁾ Divided by 5 in 5 years	0 accident in the workplace for 31 out of 43 entities
15 awards for quality of service	162 service and rest areas		

(2) Number of incidents per million working hours.



Environmental performance

REDUCING OUR OWN EMISSIONS		BRINGING ELECTRIC MOBILITY TO DRIVERS
-21% reduction of scopes 1 and 2 emissions since 2018	1st adaptive lighting system launched in Greece	342 EV charging stations
73% of the lighting along our highways & tunnels is LED	400 kW of solar power installed	1st "Green Pass" for electric vehicles launched in Greece
Largest highway solar farm in Greece to open in 2024		

An end-to-end offer to take mobility to the next level

VINCI Highways designs, builds, finances and operates more than 3,100 km of highways in 14 countries, and manages state-of-the-art solutions allowing free-flow mobility. Our synergies across the VINCI Group offer public authorities and grantors an integrated model that can deliver all aspects of road mobility to the highest standards of performance and safety.

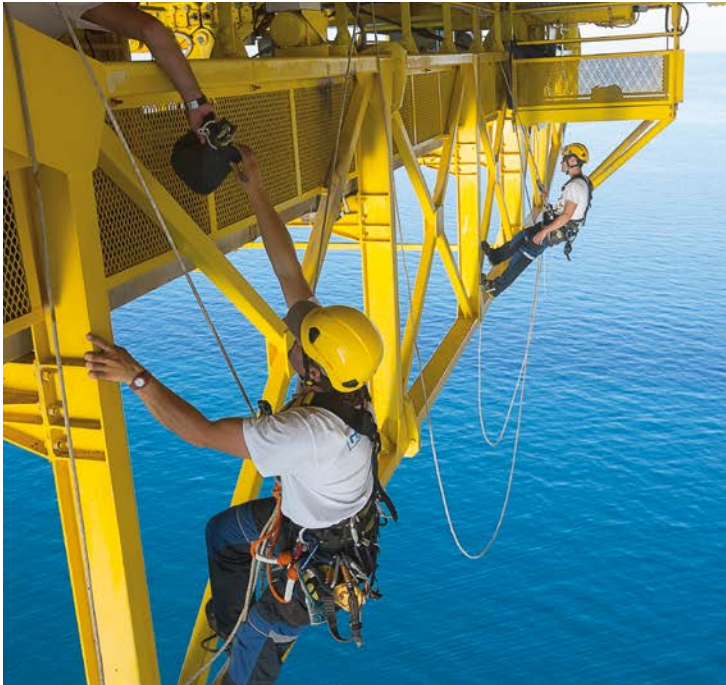


Finance

VINCI Highways is able to secure the long-term financing required by the most complex infrastructure projects. Our experts work closely with public authorities and financial institutions to develop win-win solutions that serve the public interest. Being part of a leading international group puts us in a unique position to commit to financing that will endure throughout the project's lifecycle and deliver lasting value along a project's entire value chain.

Design and build

As part of the VINCI Group, we have the ability to partner with sister companies and we also work closely with local contracting partners, bringing solutions that respond fully to the conditions on the ground. In designing and delivering exemplary solutions, we take into consideration impacts on the environment, for example, by including wildlife crossings, and integrate innovative tools such as Building Information Modeling (BIM) into both construction and operations – all with a rigorous safety culture.



Maintain and operate

Every day around the world the teams of VINCI Highways ensure the safe and seamless travel of more than one million drivers. From anticipating maintenance needs over the long term to acting 24/7 to ensure safe and fluid traffic, we are united through a culture of performance, continually measuring what we do to provide value to drivers.



Digitalize

Eliminating toll barriers necessitates significant and resilient digital infrastructure that can process high volumes of toll transactions with the highest standards in cybersecurity, user-friendly front-end services and customer relations. We are unique in designing, developing, installing and maintaining end-to-end free-flow solutions in the most pivotal markets, including the USA and India.

Enhancing connectivity

From building new highways from scratch to completing missing links and upgrading existing road systems, VINCI Highways provides solutions to develop regional connectivity and make a positive impact on economies and populations.



Since its recent acquisition of Entrevias highways, VINCI Highways has already achieved positive momentum, with a +7% increase in toll transactions and 64 km of new sections delivered in 2023.

A growing footprint

In early 2024, VINCI Highways signed an agreement for the acquisition of its first traffic-risk concession in the USA, the Denver Northwest Parkway in Colorado. This 14-km section of Denver's ring road has the longest remaining life in the US highway concession sector, with a contract that extends to 2106.

In 2023, VINCI Highways also finalized the acquisition of its first concession in Brazil. The 570-km Entrevias highway system connects northern and southern São Paulo, the most dynamic State in the country. Brazil can now count on VINCI Highways as a long-term partner, building on synergies with VINCI Airports.

In Colombia, we increased our stake (to 75%) in the Vía Sumapaz highway, the country's busiest, linking the capital city of Bogotá to Girardot. Our acquisition has already generated momentum, as we successfully secured new long-term financing and met construction milestones, with progress in the overall works reaching 45%.



Denver Northwest Parkway, VINCI Highways' new acquisition in the USA.

83-year
concession toll road



A key gateway
in one of the most dynamic US metropolitan areas

7.2 million
transactions in 2023,
up 6% from 2022

Building vital links

In Europe, the new D4 Via Salis highway, southwest of Prague, is set to open to service in December 2024. Working in synergy with VINCI Construction's Czech subsidiary, VINCI Highways is pioneering the first full-BIM approach in the country. This will ensure the smooth transition between the

construction and operation phase and high standards of maintenance over the 25-year concession period.

In Germany, our greenfield construction of the B247 federal road in Northern Thuringia is now more than 50% completed. It is the first federal road to achieve triple ISO certification for quality, safety and sustainability. An expert in delivering complex upgrades while keeping highways open to traffic, VINCI Highways is currently managing major expansion projects in Colombia and Brazil, as well as in Greece, with the Pyrgos extension of the Athens-Patras highway now 25% complete.

80%
completed

1st
full-BIM highway
in the country



D4 Via Salis, Czech Republic.

Unlocking performance

Delivering continuous investment in our infrastructure, we maintain the highest standards in the quality of our networks over the long term. Through our expertise in traffic engineering and flow management, we ensure fluidity of traffic with a constant eye on safety performance.



High-speed weigh-in-motion service in Brazil:

- on-the-go: weight, size and load data without stopping;
- smart systems: gantries, cameras and weight sensors;
- convenience: for drivers and cargo logistics.

Excellence over the long term

VINCI Highways is committed to continuously improving our infrastructure through significant investment in maintenance and upgrades. As part of our annual heavy maintenance campaigns in Slovakia, in 2023 we renovated 14 km of the Via Pribina highway's road surface to facilitate the mobility of the 15 million vehicles it serves a year. In total, more than 5,500 m³ of asphalt were extracted and recycled at local plants. We also treated the new road surface with regenerative spraying to enhance waterproofing. Renovation work will continue in 2024 in both directions, improving the highway's quality and extending its lifespan.

In Peru, we completed works to improve Lima expressway's climate resilience ahead of El Niño and other potentially intense weather events. The protection walls were elevated along the expressway, and 100 m of embankment on both banks of the Rímac river were reinforced. In parallel, working in partnership with the municipality of Lima, the Rímac riverbed was cleared to prevent the risk of flooding.



20 years of operational performance on the Rio-Antirrio bridge, the only direct connection available 24/7 between mainland Greece and the Peloponnese

Since 2004, VINCI Highways has been ensuring the structural maintenance of the Rio-Antirrio bridge in Greece, one of the longest multiple-span cable-stayed bridges in the world.

Adding value in traffic management

An expert in traffic design and management, VINCI Highways pioneers innovative solutions intended to save time and enhance safety. In 2023, we were among the first highway operators in Peru to incorporate AI into traffic operations. Our Lima Expressa Traffic Management Centre now uses AI to process data from the highway, Waze and Google Maps. This has increased

the performance of our automatic incident detection system, which now detects 95% of highway incidents in less than five minutes.

With cargo traffic a key part of our operations, we are pioneering solutions to increase convenience for truck drivers. In Brazil, a high-speed weigh-in-motion system has been rolled out on Entrevias highways that directly sends data on heavy vehicles to our operational teams.

-70% of accidents since VINCI Highways integrated Lima Expressa in 2017



A new AI-based solution has significantly enhanced incident monitoring on Lima Expressa.

Improving quality of service

Today's drivers expect a highway not only to get them from A to B safely and quickly, but a quality experience on their trip. We strive to meet – and surpass – their needs in every aspect of their journey.

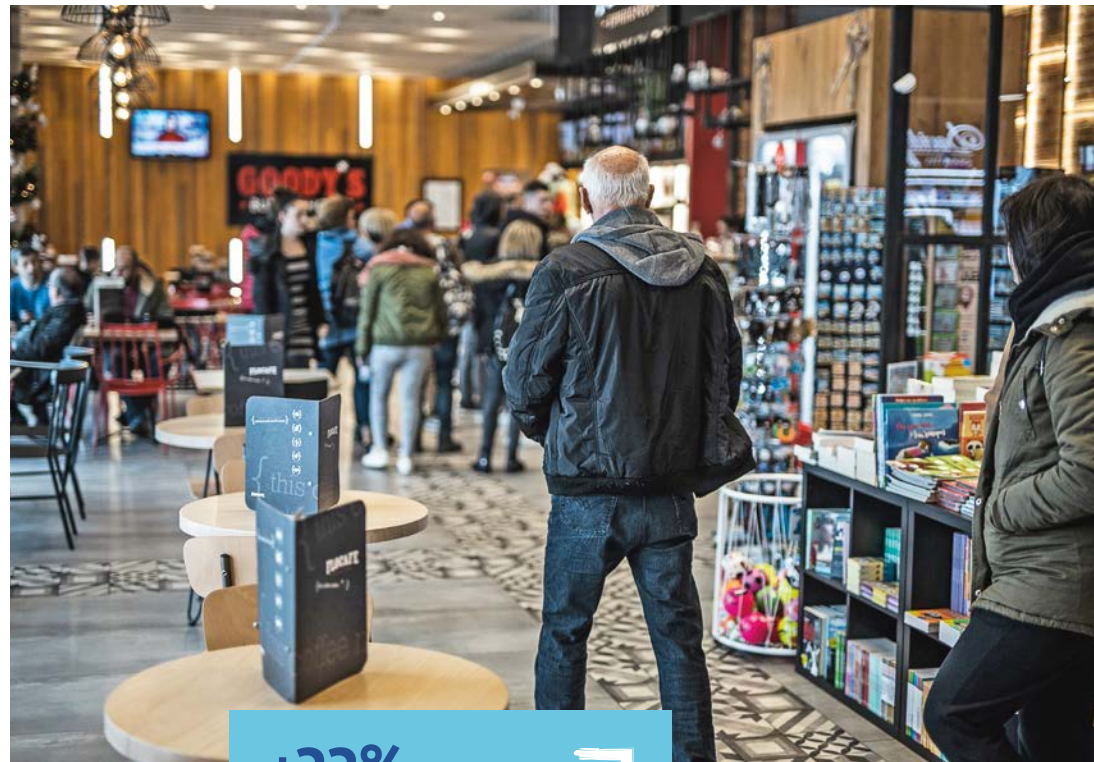


Highlighting 110 restaurants, boutiques and sites of interest along the highway, our "Via Sumapaz tourist guide" (developed with Ruta40 and local tourist authorities in Colombia) promotes the region, benefitting both drivers and local businesses.

A customer-friendly focus

An important part of ensuring an enjoyable experience on the highway includes high-quality rest and service areas for drivers. We partner with best-in-class global and local retailers to offer a diverse range of food and beverage and shopping options, children's play areas, and more. We also seek innovative features to enhance travellers' journeys, working with local partners to promote ways to discover the nearby region.

In Greece, we are creating a safe and secure parking area for trucks on the Athens-Patras highway, which is a key corridor for transporting cargo connecting the port of Patras to Greece's capital city. Our new service area, set to open in 2024, is designed to meet truck drivers' needs, offering a comfortable place to spend the night and 24/7 CCTV monitoring. This dedicated rest area for trucks will contribute to keeping the logistics sector competitive and truck drivers safe.



VINCI Highways partners with global and local retailers to provide a wide selection of shopping choices and relaxation areas for drivers.

+22%
attendance at service areas along Athens-Patras highway in 2023 after their renovation in 2022



Connected, customized, convenient

Digital solutions offer a wealth of opportunities to bring real-time services to drivers. Our Athens-Patras highway in Greece has had huge success with its mobile app, which drivers acclaim for the value it brings to their drive. The app's smart services include toll calculation, route optimization, real-time traffic updates, a geolocation system that ensures

emergency calls are located instantly, a text-to-speech feature that keeps drivers informed without taking their eyes off the road, and a guide to cultural and scenic spots along the route. Another innovative service recently launched in Greece allows clients of the Rio-Antirrio bridge to now subscribe to their e-pass digitally. A first in Greece, the new digital contract process eliminates approximately 10,000 postal exchanges per year – better for the environment and more convenient for customers.

-10,000
postal exchanges per year



Designed to enhance the driving experience, our digital solutions offer real-time traffic updates, toll payments and route optimization at the touch of a finger.

Accelerating free-flow mobility

Electronic toll collection (ETC) and free-flow solutions make mobility more seamless for drivers as well as public authorities. VINCI Highways is a key player in this dynamic industry with our subsidiary ViaPlus.



ETC and free-flow reduce congestion and pollution, improve road safety and make payment easier for drivers.

18%
reduction in customer payment time

Extending our leadership

ViaPlus serves the end-to-end needs of transportation agencies by bringing the full range of back-office technologies for high-volume transactions and enhanced customer experience. Already serving large US transportation agencies, the Dublin ring road in Europe, and managing the largest share of ETC transactions in India, ViaPlus strengthened its US leadership in early 2024 with a seven-year contract for Georgia's State Road and Tollway Authority. The contract covers transaction management on toll highways and other mobility infrastructure, such as the parking facilities at Atlanta's Hartsfield-Jackson International Airport for PeachPass customers. With this new contract, ViaPlus now has US operations in Georgia, Texas and California.



ViaPlus free-flow leadership (2023):
2.5 billion transactions: +9.4%
19.9 million active tags managed: +10.7%



Awarded for excellence in toll services

ViaPlus is an "innovation centre of excellence" for free-flow solutions in the VINCI Highways and VINCI Concessions network. Its innovation capacity was demonstrated by a 2023 Toll Excellence Award from IBTTA⁽¹⁾, a major distinction in the industry. The award recognizes the performance of digital payment innovations developed by ViaPlus for the Central Texas Regional Mobility Authority. These allow drivers to pay their toll via QR code and SMS link, reducing customer payment time and lowering operating costs.

The North Texas Tollway Authority also received a Toll Operations award for its new back-office system delivered and operated by ViaPlus.

In another innovation, ViaPlus is partnering with ZED Digital to allow drivers logged into their toll accounts to benefit from dynamic data so they can plan their route based on usage history, see real-time traffic conditions, calculate tolls, and locate roadside services. This brings drivers the convenience of a single platform to manage both toll account and route planning.

(1) International Bridge, Tunnel and Turnpike Association.

Leading the way in sustainability

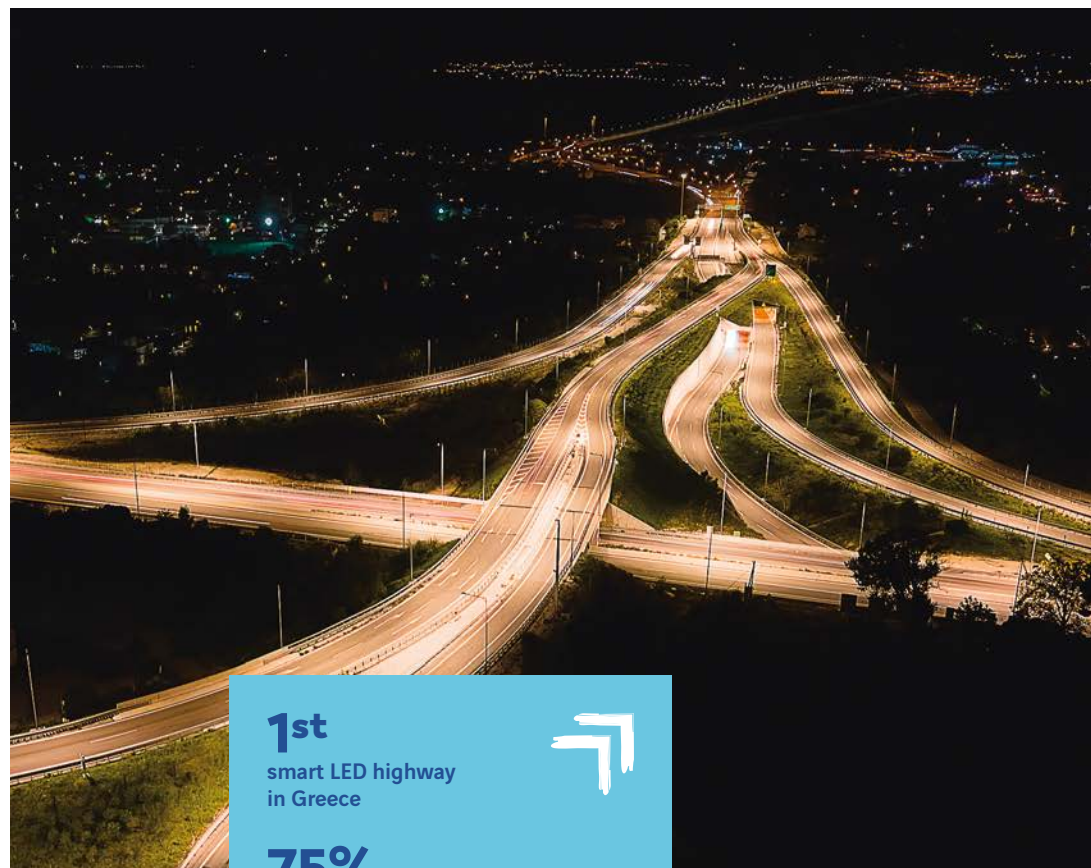
In line with VINCI Concessions' concrete environmental targets, we are accelerating our action plan in all geographies. Our two priorities are increasing our own environmental performance and promoting electric mobility for drivers.



VINCI Highways is also committed to protecting biodiversity. In the modernization of the A7 highway in Germany, our design incorporates wildlife bridges.

Paving the way to net zero highways

VINCI Highways' plan to cut direct emissions (scopes 1 and 2) in all our concessions is deployed through investment in energy-saving solutions, fleet conversion to electric vehicles and production of solar power on highways. Our operations in Greece illustrate how we are intensifying our efforts in achieving net zero. In this key market where we are the first international highway operator with a 540-km network, our highways are leading the transition. On the Athens-Patras highway, we have reduced our direct emissions by 92% since 2018, and achieved a 78% reduction on the Rio-Antirrio bridge. In our latest effort to reach net zero, the Athens-Patras highway recently deployed a new environmental feature: the first AI-based LED smart lighting system in Greece. By automatically adapting lighting intensity to the level of traffic and the driving conditions, it reduces the annual consumption for night lighting by up to 75%.



1st
smart LED highway in Greece

75%
reduction of energy consumption for night lighting

Helping drivers decarbonize

As a partner to regions and populations, VINCI Highways is also taking action to help drivers transition to cleaner vehicles. One way we are doing this

is by deploying EV charging along our highways: by the end of 2024, 100% of the service stations along the Athens-Patras highway in Greece will be equipped with EV chargers. And in an innovative initiative to incentivize electric mobility, this year the Rio-Antirrio bridge is offering a "Green Pass" for electric vehicles that gives drivers a one-year discount on bridge crossings.

1st
e-pass for electric vehicles in Greece



"Green Pass" for Rio-Antirrio bridge in Greece.

Making a lasting positive impact

Highways are deeply connected to the communities they serve. We are committed to bringing tangible progress through local teams and partners that understand the unique needs of an area.



In Peru, Movemos is our non-profit organisation to promote social and environmental progress in mobility. In 2023, its actions included a competition for ideas to enhance road safety from local residents; the production of documentaries on the challenges of daily journeys for residents on the outskirts of Lima; the publication of a study on the impacts of motorcycle traffic in Peru; and a fun exhibition for children aimed at promoting road safety.

Local talent, global standards

People are at the heart of our operational excellence. This involves both expertise and a strong sense of teamwork. Our local teams can draw on being part of an international network, presenting a unique opportunity for team members to learn from and collaborate with colleagues from other projects.

In the Czech Republic, the D4 highway, which will open to service in 2024, is capitalizing on our global synergies to create a new pool of talent who will oversee the traffic operations. The D4 operations team will benefit from VINCI Highways' full set of solutions for talent integration and performance, including in-house training, a stock ownership plan, and network synergies with colleagues from the nearby concession in Slovakia to share knowledge and provide valuable regional insights. A winning team that will increase the expertise in highway management in the Czech Republic.



Operational standards shared by **3,800** employees, in-house training and network synergies are key to VINCI Highways teams' expertise in 14 countries



Engaged in local communities

As part of the communities we serve, we are involved in a range of actions to benefit local populations. In 2024, two non-profit organizations launched by VINCI Highways will celebrate five years of solidarity actions. In Colombia, the Vía Esperanza humanitarian aid program supports migrants walking along the Bogotá-Girardot highway. Since its launch in 2019, Vía Esperanza has provided support to 40,000 people. The program is now supported by the Red Cross and the UN International Organization for Migration and received a GRI Infra Award in 2023, a benchmark in the Andean region.

VINCI Highways' portfolio

Infrastructure – Project company	Type of project	Length	End of project	Ownership of the concession company	Ownership of the operating company	Key indicators
BRAZIL						
São Paulo North-South highways – <i>Entrevias</i>	Traffic risk	570 km	2047	55%	in house	34.9 ⁽¹⁾
CANADA						
Regina Bypass – <i>SGTP</i>	Availability scheme	61 km	2049	37.5%	50%	28,900 ⁽²⁾
Confederation bridge – <i>Strait Crossing Development Inc.</i>	Traffic risk	13 km	2032	85%	in house	0.9 ⁽¹⁾
Fredericton-Moncton highway – <i>MRDC</i>	Availability scheme	195 km	2028	25%	in house	9,000 ⁽²⁾
COLOMBIA						
Bogotá-Girardot highway (Via Sumapaz) – <i>Via 40 Express</i>	Traffic risk	141 km	2046	75% ⁽³⁾	in house	13.6 ⁽¹⁾
CZECH REPUBLIC						
D4 highway – <i>Via Salis</i>	Availability scheme	47 km	2049	50%	100%	N/A (construction)
FRANCE						
Prado Sud tunnel – <i>SPS</i>	Traffic risk	1.5 km	2055	58.5%	33%	6.7 ⁽¹⁾
Prado-Carénage tunnel – <i>SMTPC</i>	Traffic risk	2.5 km	2033	34.2%	in house	14.2 ⁽¹⁾
GERMANY						
A7 highway – <i>Via Niedersachsen</i>	Availability scheme	60 km	2047	50%	in house	87,500 ⁽²⁾
A5 highway – <i>Via Solutions Südwest</i>	Traffic risk	60 km	2039	54%	in house	4.3 ⁽¹⁾
A4 highway – <i>Via Solutions Thüringen</i>	Traffic risk	45 km	2037	50%	in house	3.2 ⁽¹⁾
A9 highway – <i>Via Gateway Thüringen</i>	Availability scheme	47 km	2031	50%	in house	40,700 ⁽²⁾
B247 federal road – <i>Via Mühlhausen</i>	Availability scheme	22 km	2051	50%	in house	N/A (construction)
GREECE						
Rio-Antirrio bridge – <i>Gefyra</i>	Traffic risk	3.5 km	2039	72.3%	71%	4.5 ⁽¹⁾
Athens-Corinth-Patras- Pyrgos highway – <i>Olympia Odos</i>	Traffic risk	276 km	2044	29.9%	29.9%	56.4 ⁽¹⁾
Maliakos-Kleidi highway – <i>Aegean Motorway</i>	Traffic risk	230 km	2038	15.3%	in house	27.7 ⁽¹⁾
INDIA						
Icici Bank – <i>ViaPlus</i>	ETC services	N/A	2027	100%	N/A	884.8 ⁽⁴⁾
Bank of Baroda (BOB) – <i>ViaPlus</i>	ETC services	N/A	2024	100%	N/A	43.2 ⁽⁴⁾
Canara Bank – <i>ViaPlus</i>	ETC services	N/A	2026	100%	N/A	1.7 ⁽⁴⁾
Axis Bank – <i>ViaPlus</i>	ETC services	N/A	2028	100%	N/A	146.8 ⁽⁴⁾

Infrastructure – Project company	Type of project	Length	End of project	Ownership of the concession company	Ownership of the operating company	Key indicators
PERU						
Lima Expressa expressways – <i>Lima Expressa</i>	Traffic risk	25 km	2049	100%	in house	65.8 ⁽¹⁾
PORTUGAL						
25 de Abril and Vasco de Gama bridges – <i>Lusoponte</i>	Traffic risk	16 km	2030	49.5%	in house	39.5 ⁽¹⁾
REPUBLIC OF IRELAND						
Dublin ring-road – M50 – <i>Turas Mobility Services</i>	Free-flow services	N/A	2031	60%	N/A	56.9 ⁽⁴⁾
SLOVAKIA						
R1 highway – <i>Via Pribina</i>	Availability scheme	52 km	2041	50%	100%	40,900 ⁽²⁾
UNITED KINGDOM						
Newport bypass – <i>Morgan VINCI Ltd</i>	Availability scheme	9 km	2042	50%	0% (VINCI Construction – 100% VINCI Subsidiary)	26,400 ⁽²⁾
Isle of Wight road network – <i>Island Roads Services</i>	Availability scheme	821 km	2038	50%	0% (VINCI Construction – 100% VINCI Subsidiary)	664 ⁽⁵⁾
London Borough of Hounslow road network – <i>Hounslow Highways Services</i>	Availability scheme	432 km	2037	50%	0% (VINCI Construction – 100% VINCI Subsidiary)	1,720 ⁽⁵⁾
UNITED STATES						
Ohio River bridge – <i>East End Crossing Partners</i>	Availability scheme	12 km	2051	33.3%	in house	28,200 ⁽²⁾
Denver Northwest Parkway ⁽³⁾	Traffic risk	14 km	2106	100%	0%	7.2 ⁽¹⁾
91 Express Lanes – <i>ViaPlus</i>	Free-flow services	N/A	2027	100%	N/A	38.0 ⁽⁴⁾
North Texas Tollway Authority – <i>ViaPlus</i>	Free-flow services	N/A	2028	100%	N/A	1,268 ⁽⁴⁾
Central Texas Regional Mobility Authority – <i>ViaPlus</i>	Free-flow services	N/A	2025	100%	N/A	78.5 ⁽⁴⁾
Cameron County Regional Mobility Authority – <i>ViaPlus</i>	Free-flow services	N/A	2023	100%	N/A	4.1 ⁽⁴⁾

- (1) Toll transactions (in millions).
(2) Annual average daily traffic (AADT).
(3) Upon financial closing.
(4) ETC transactions (in millions).
(5) Km driven (in millions).

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